

# Successful Outreach



**San José Trail Program**  
[www.sjparks.org/trails](http://www.sjparks.org/trails)






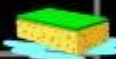






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# Outline

- ▣ Background
- ▣ Outreach plan
- ▣ Common challenges
- ▣ Case study

# When do you need outreach?



Identify	Study	Plan	Design	Construct	Open
Basic Analysis 	Technical Analysis 	Environ. Analysis Outreach 	Design / Engineer 	Construction 	Operate / Maintain / Patrol 
Define 	Assemble Funds 	Assemble Funds 	Assemble Funds 	Assemble Funds 	Assemble Funds 

## Outcome

Greenprint reference 	Feasibility Study 	Master Plan 	Plans / Specs 	Built Project 
-------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------

# Reasons for outreach



# Reasons to Conduct Outreach

- ICMA

- Keep community informed
- Encourage communication

- CEQA

- Requires public input

- Agency

- Limit delays and extra costs
- Avoid political challenges
- Improve quality
- Deliver excellent projects to **your client**

# Who are you speaking with?

Community

Advocate

The Public

Stakeholder

Neighborhood

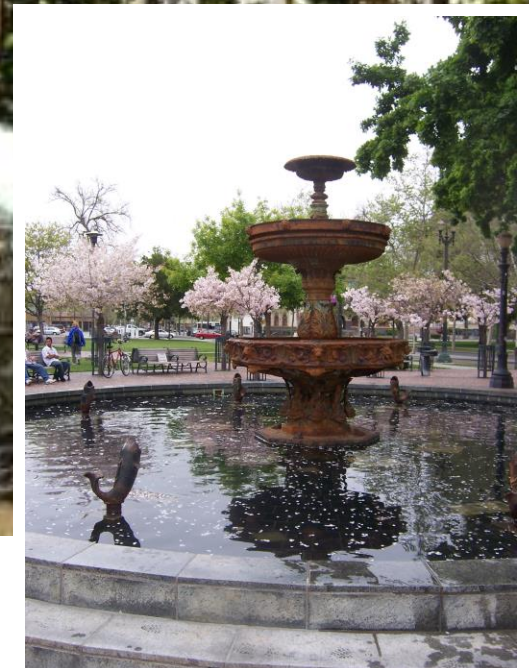
Client &  
Customer

- Satisfaction
- Addressing needs
- Repeat business

# Challenging outreach

- ❑ Doesn't honor site
- ❑ Ignores likely negative reaction
- ❑ Too many options





■ Light Rail storage alongside historic park





▣ Maintenance road with views into backyards







# Outreach plan in eight steps



# STEP 1: Determine meeting goal

- ▣ Stage
- ▣ Data
- ▣ Variables
- ▣ Community knowledge

**TIP** Structure your presentation to obtain all required answers

## STEP 2: Define meeting challenges

- ▣ Citywide or regional
- ▣ Controversial
- ▣ Pace
- ▣ Distrust

**TIP** Ensure your presentation positively addresses known challenges



# Dealing with trust issues

CITY OF SAN JOSE

**Trails**

Annual Trail Report - Fiscal Year 2011-12  
Department of Parks, Recreation and Neighborhood Services

Release Date: July 1, 2012

Identify	Study	Plan	Design	Construct	Open
100% of projects have been identified in the City's Greenprint or trail database. 21.1 miles awaiting further development.	84% of projects have been or are currently being studied to determine a feasible alignment. 12.82 miles	74% of projects have been or are currently being master planned for future development. 34.15 miles	63% of projects have been or are currently being designed, resulting in construction documents. 6.43 miles	63% of projects have been or are currently being constructed. 6.64 miles	32 projects have opened. 34 miles

## Program Overview

The Trail Program's mission is to develop a 100-mile trail network comprised of 36 individual trail systems as defined by the Greenprint and consistent with the Mayor and City Council's Green Vision.

This ninth annual report updates residents, the Mayor and City Council, and other stakeholders on progress made over the past 12 months.

Readers of this report will note that many of the on-going projects result in master plans and construction documents. These projects do not provide immediate public access but place the City in an excellent position to competitively pursue grants that can lead to construction of additional trails.

\* Baseline mileage was adjusted over the past year with a mileage correction along several trail systems. Reaches of the 6.4 mile Lower Guadalupe River Trail will be closed temporarily during the year for paving.

2011-12 Annual Trail Report

## Program Updates

### Awards and Recognition

Four awards were secured over the past year trail projects.

An *Award of Excellence* was received at the Parks and Recreation Society Conference! Creek Trail Master Plan (Montague Express Highway 101). An *Award of Merit* was received at the California Trails and Greenways Conference project.

An *Award of Excellence* was received at the Parks and Recreation Society Conference! Guadalupe River Trail (Woz Way to Virgin Award of Merit was received at the California Greenways Conference for the same project.

**TRAIL COUNT 2012**

6th Annual of Trail Users San José

### HOW MANY PEOPLE USE SAN JOSE TRAILS?

A count of trail users occurred on Wednesday, September 19. Counts at six stations occurred along three trail systems and a future trail alignment. Four stations were staffed for 12 hours (7:00 am to 7:00 pm) and the remaining stations during peak travel periods (7:00 to 9:00 am, and 4:00 to 7:00 pm).

- Guadalupe River-Coleman Avenue station reported a 3.4% increase. The Coleman Station has been used over the past 6 years and helps to document increasing trail usage. The construction closure north of I-880 did not result in an anticipated drop in usage.
- The Guadalupe River-San Fernando Street station reported a significant 34.5% increase. In previous years, the count station was located nearby at Park

Avenue, but was relocated because concerns of double-counting due to the trail's alignment. The new station provides a more accurate view of travel through the corridor.

- Los Gatos Creek-Hamilton Avenue reported a 13.9% increase in usage.
- Los Gatos Creek-Auzerais Avenue reported no change in usage - with the same number of users as last year.

### GUADALUPE RIVER-COLEMAN AVE STATION

Total trail users:

- 2007 - 243 users
- 2008 - 420 users
- 2009 - 531 users
- 2010 - 561 users
- 2011 - 593 users
- 2012 - 613 users

### VOLUNTEERS

Trail Count is conducted annually with the support of community and corporate volunteers. City staff and the Guadalupe River Park Conservancy, Silicon Valley Bicycle Coalition and Five Wounds Trail Neighborhood / Community.

**ALBERTSON PARKWAY Positive Changes**

### CASE STUDY

Albertson Parkway is located in south San José. The 0.5 mile trail travels beneath power lines and links to Santa Teresa County Park. In the 1980's the City Council had named the site in honor of a community activist and installed a narrow band of asphalt and bollards at all entry points to limit trespassing by motorized vehicles.

Utility corridors are often neglected, single-purpose spaces. But their linear character can make them suitable and desirable

spaces for trail development and community open space.

### Project Scope

The former asphalt pathway was replaced with a meandering 12' wide trail, significant landscaping, three interpretive signs and other improvements.

### Visual Impact

The flowering trees, roses and lush grasses coupled with a more accessible trail significantly improve the visual impact of the corridor.

### Positive Changes

#### USAGE

Site visits conducted before and after project installation suggest that trail has become much more popular. During three visits in August 2009, numerous persons were seen walking or biking along the trail. Approximately 50 people attended the project's grand opening in late August 2009.

#### ADJACENT PROPERTIES

Solid fencing borders the parkway. During construction, one homeowner replaced low (about 5') and deteriorating fencing with a 6' high fence with latticed detail. The homeowner added an access gate from the private yard leading to the parkway. The work indicated a desire for privacy but also an interest in enjoying the parkway.

Nearby, another existing fence was painted, demonstrating pride of ownership and improving the appearance of the parkway.



November 2009

**Trail Program**  
www.sjpark.org/trails

**SAN JOSE**  
CITY OF BEAUTY VALLEY



# STEP 3: Consider your options

Tool	Pro	Con
Powerpoint	<ul style="list-style-type: none"><li>• Engaging</li><li>• Visual outline</li></ul>	<ul style="list-style-type: none"><li>• Lighting, equipment</li><li>• One-sided</li></ul>
Maps/Aerial	<ul style="list-style-type: none"><li>• Engaging</li><li>• Broader context</li></ul>	<ul style="list-style-type: none"><li>• Printing cost</li><li>• Possibly distracting</li></ul>
Plans	<ul style="list-style-type: none"><li>• Precise</li><li>• Improves understanding</li></ul>	<ul style="list-style-type: none"><li>• Suggests that design is done</li><li>• Not everyone “reads” plans</li></ul>
Renderings	<ul style="list-style-type: none"><li>• Easily understood</li></ul>	<ul style="list-style-type: none"><li>• False reality</li><li>• Reality may not be the same</li></ul>

## Toolbox

- Easel pads
- Note taker
- Photographer

- Room
- Chairs / tables
- Extension cords

- Business cards
- Handouts
- Question cards

**TIP** Have a backup of your presentation and be flexible.

## STEP 4: Address the logistics

- Proximity
- Sufficient space
- Toolbox
- Keys or manager
- Mobile number

**TIP** Avoid these venues: restaurants, private home, really large spaces, outdoors (wind, noise, allergies)

# STEP 5: Invite the community

- Appropriate range
- Interested parties
- A complete notice
- Secondary tools
  - E-mail
  - Website, Twitter
  - On-line surveys

## Step 6: How many meetings?

Meetings	Types of Outreach
One	<ul style="list-style-type: none"><li>• Informational (Educate)<ul style="list-style-type: none"><li>• Scope is sufficiently determined</li></ul></li></ul>
Two	<ul style="list-style-type: none"><li>• Check-in (Adjust)<ul style="list-style-type: none"><li>• Scope needs some adjustments</li></ul></li></ul>
Three +	<ul style="list-style-type: none"><li>• Iterative (Develop)<ul style="list-style-type: none"><li>• Scope needs to be defined</li></ul></li></ul>

**TIP** Be flexible but not unnecessarily so



# STEP 7: Keep it interesting

- Short, goal-focused
- Early feedback
- Pictures
- Listen, consider and respond

TIP

Avoid clip art and animation

## Step 8: No open-ended questions

Don't Ask	Say
What do you want?	Here are options, rate your favorites.
Do you like any of these designs?	Which design do you prefer?
What do think?	How can we refine this design?
Does this list capture all of your ideas?	Rate there options if funding becomes available.
Where would you like the trail alignment?	What design features enhance the trail?

# Outreach sours



# 1. Consensus not achieved

- Problem:

- Unresolved questions
- Lack of support

- Solution:

- Abandon project:
  - Document what prevents you from moving forward.
- Restart the process
  - Different outreach technique
  - New approach
  - Change scope

## 2. Expectations can't be met

- Problem:

- Brainstorming = infeasible project.

- Solution:

- Manage expectations.
  - Be clear about what is and isn't possible.
  - Conduct more meetings.



### 3. Leadership role is lost

- Problem:
  - Community leader takes over meeting, sets new direction.
- Solution:
  - Set ground rules.
  - Never surrender microphone.
  - Use facts for “vocal minority” arguments.
  - Do not tolerate discourteous behavior.

# The vocal minority

Question	Premise	Possible Response
Why do you want children hurt?	Trails aren't safe.	The trail provides access to trail users, maintenance workers and police. They are new "eyes".
How will you keep "them" out?	Private vs. Public Space, social tensions	What activities are you wishing for us to limit in the park? Or, What have you seen occur?
We want (don't want) a restroom.	Desirable vs undesirable	The Council policy permits/prevents a restroom for the following reasons.

## 4. You've been set up for failure

- Problem:

- A flawed project.

- Solution:

- Acknowledge mistakes were made.
- Encourage constructive “venting”.
- Offer a better proposal.
- Seek a “win-win”.

TIP

Be advocate for a successful project.

# Wrap-Up: Challenging questions

- Don't buy into the premise
- Be polite / don't be frustrated or defensive
- Don't be defined as problem
- Use data to prove your points

# Know your role

- Anticipate issues and research solutions
- Establish your agency's commitment and expertise
- Speak for your agency
- Define a project that:
  - Addresses anticipated concerns
  - Results in the highest quality
  - Becomes source of community pride



# After Outreach

- Negative impact of intense outreach
- Take care of yourself
  - Walk with a friend and talk about it
  - Go to the gym
  - Have coffee with your fellow presenters
  - Finds a means to emotionally complete the process
- Day after - schedule a team meeting
  - Discuss what went well, what could have been better

**TIP** You get better with every outreach effort

# Case Study: Guadalupe River Trail

- Deliver on promises
  - Gateways
  - Interpretive elements
  - Directional / Informational Signage
- Exceed expectations
  - Public Art
  - Details
  - Extras



6.7 mile trail

Downtown to the Bay





 Gateways





□ Interpretive Elements





■ Directional



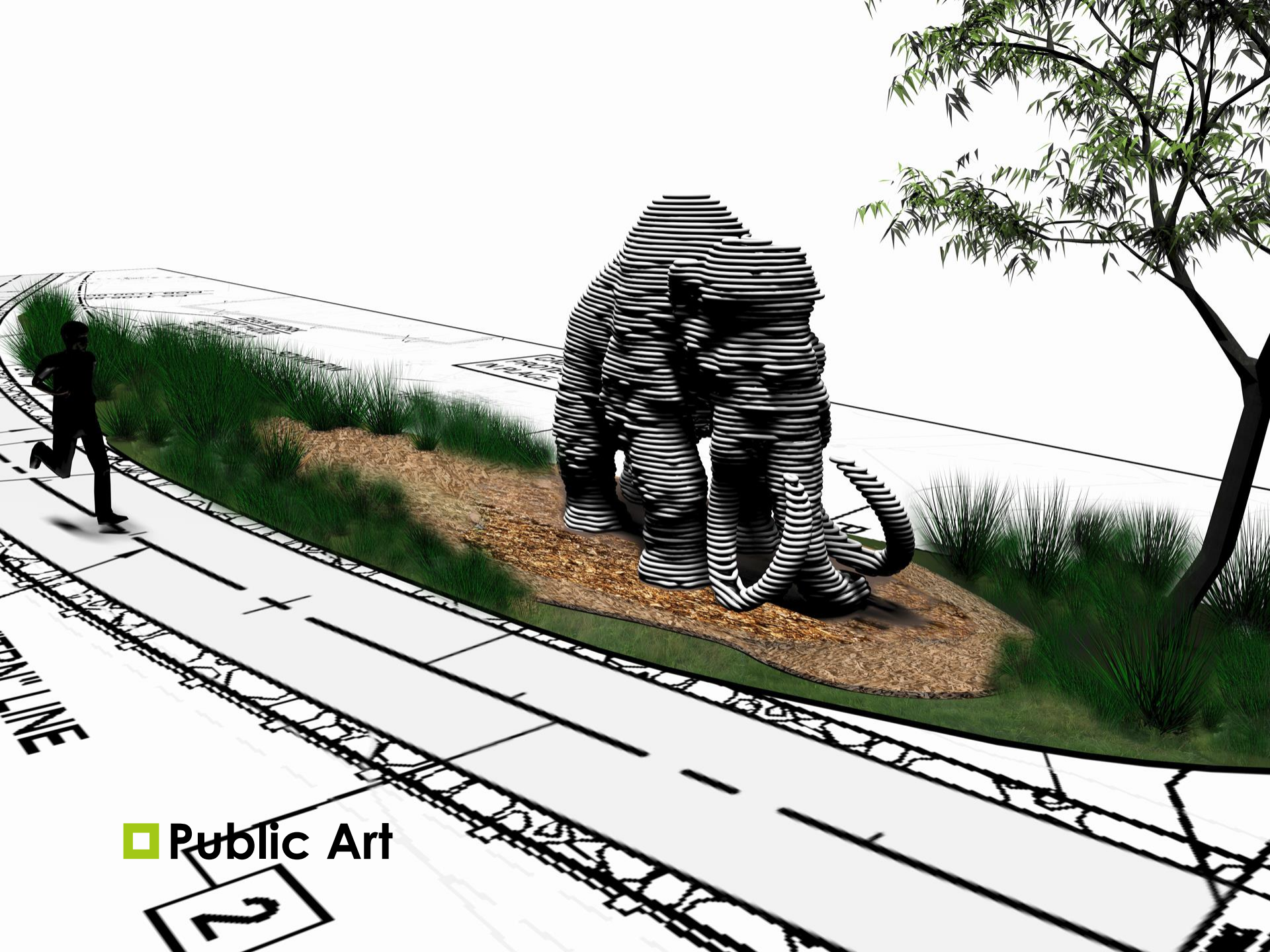
■ Informational





 Public Art

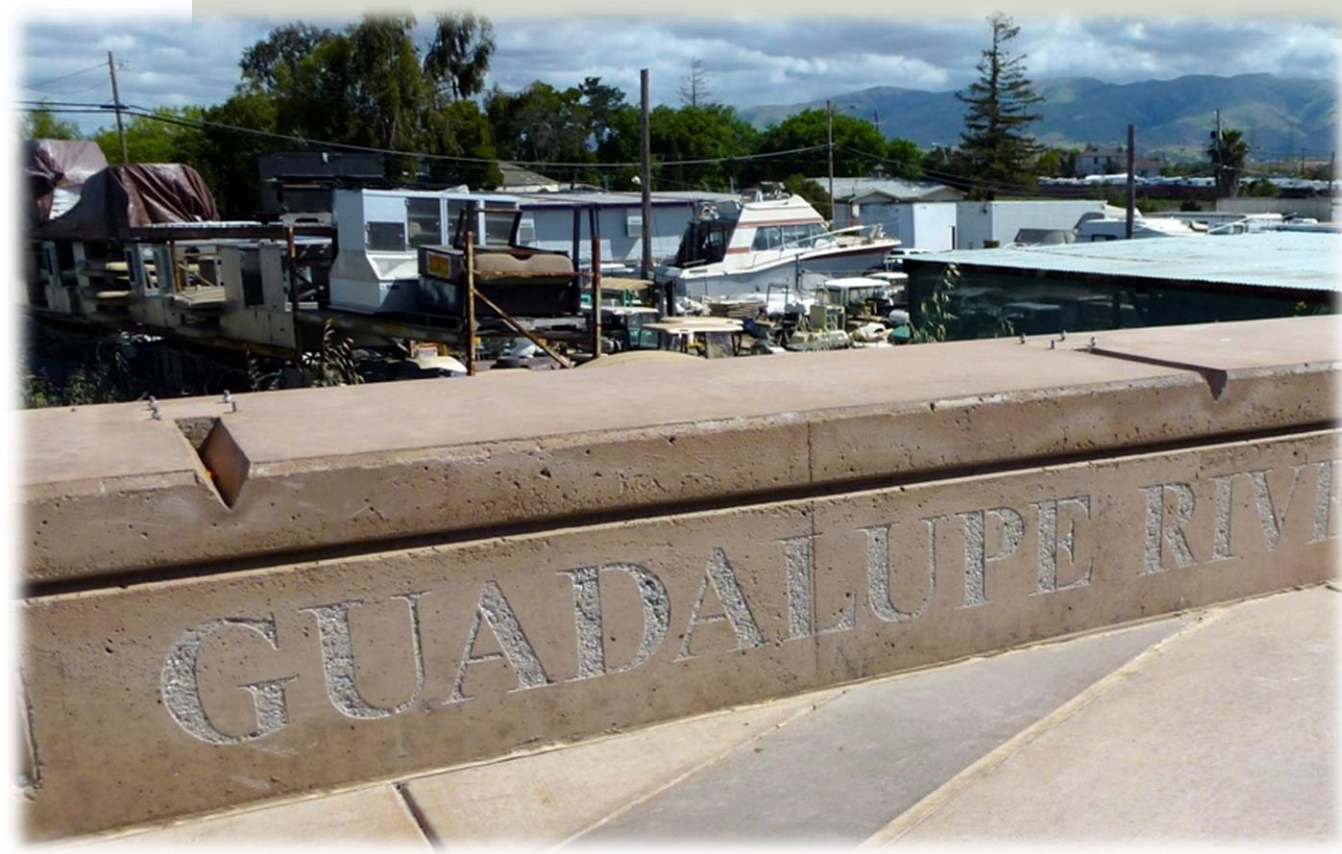




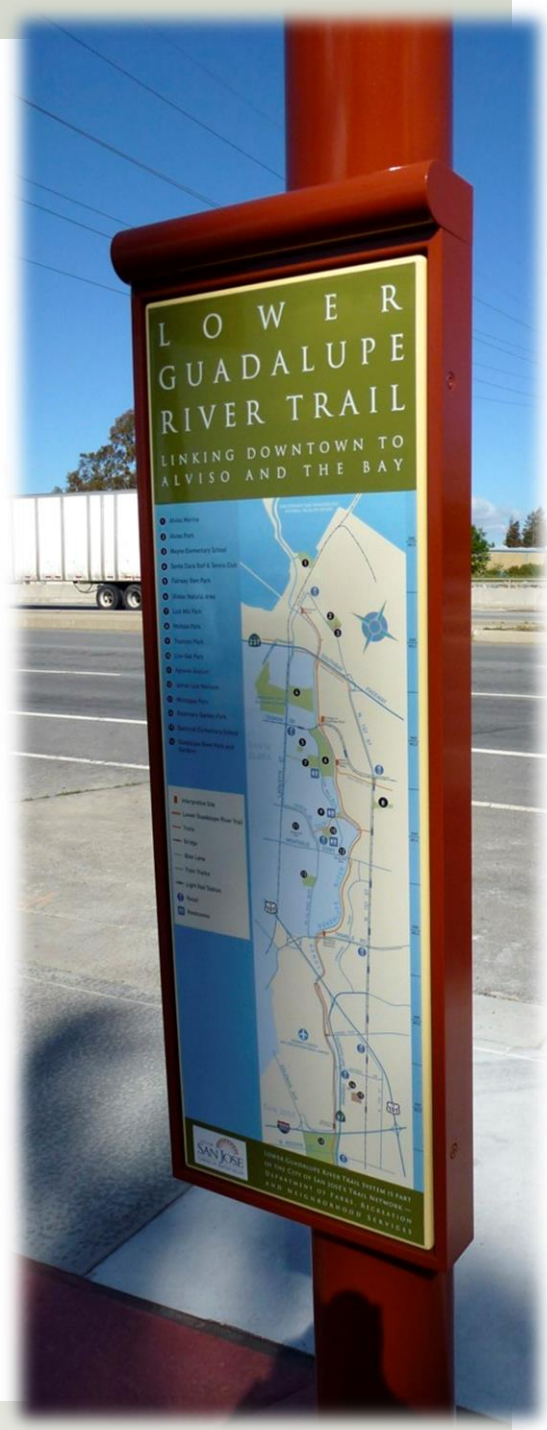
 Public Art

LOWER GUADALUPE  
RIVER TRAIL





 Details

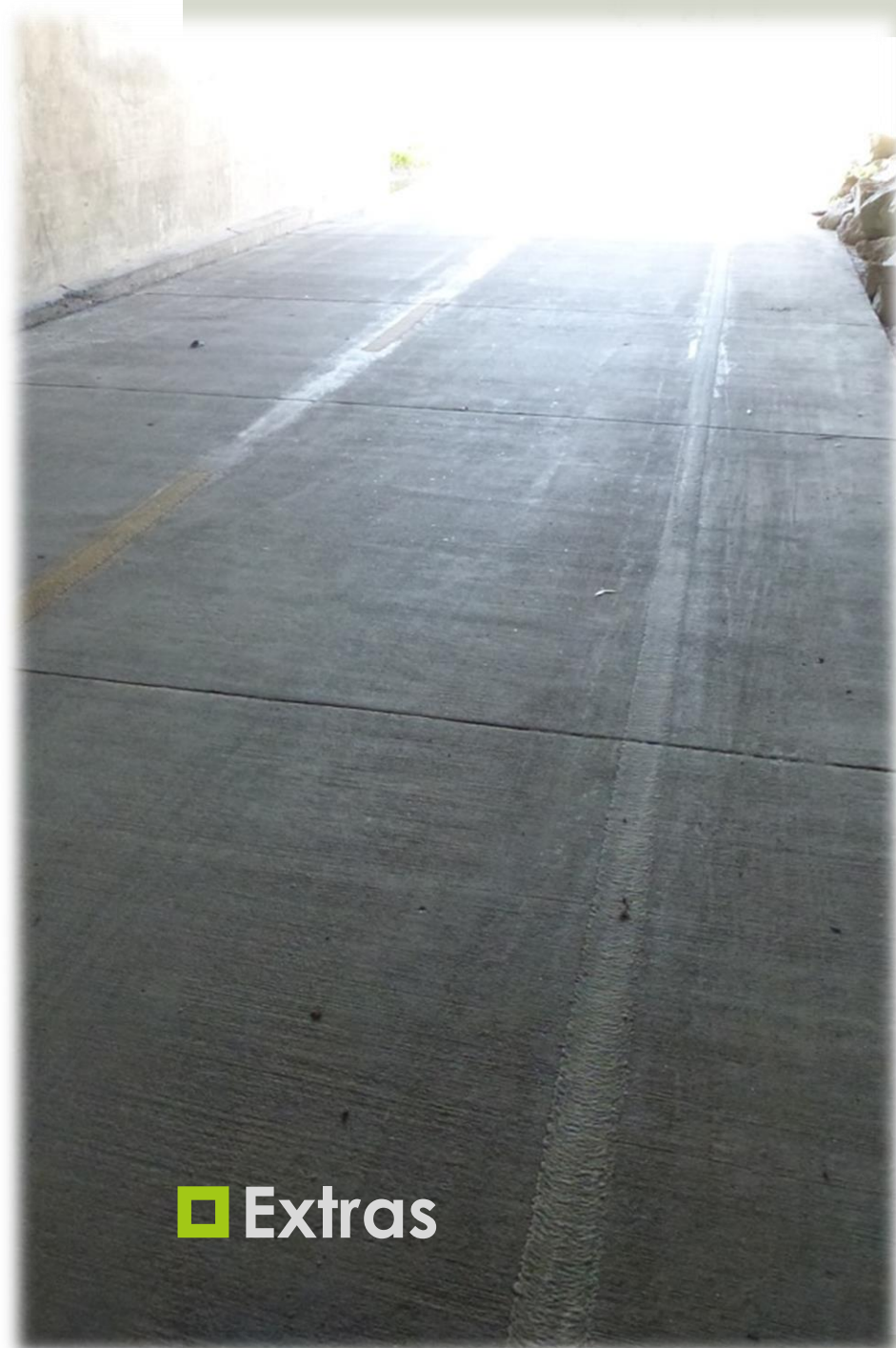




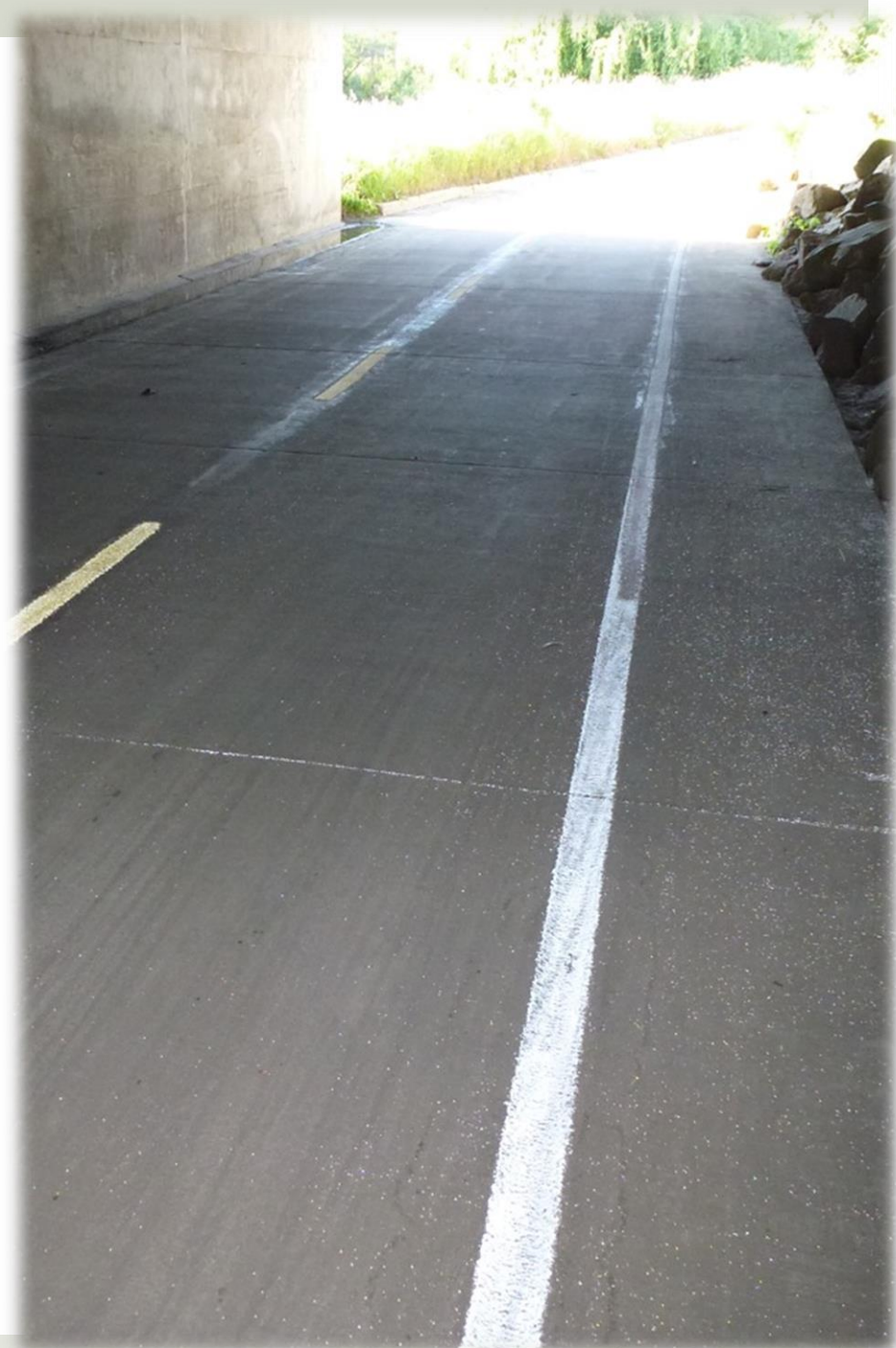








 Extras

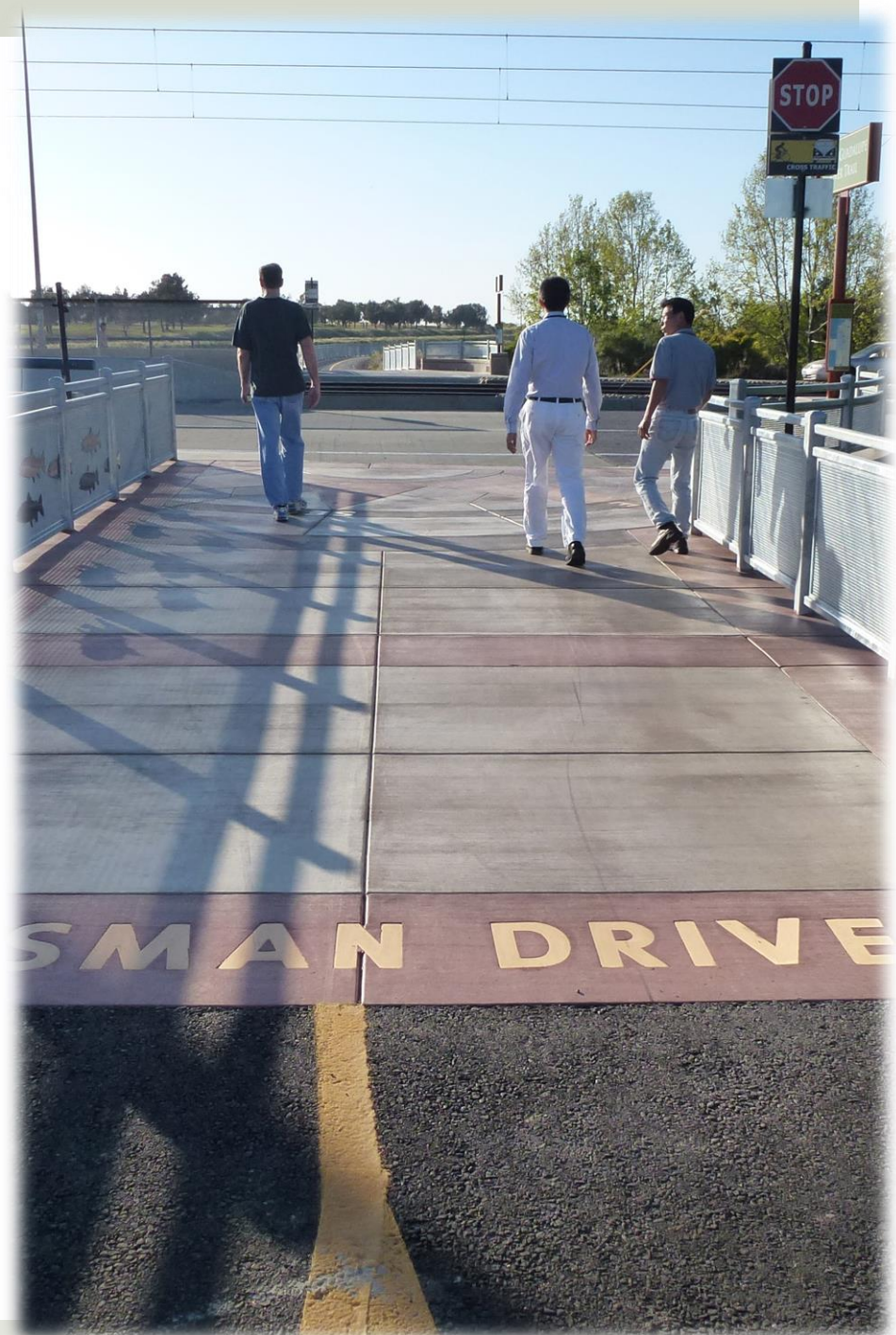






 Extras







# Outreach



## ▣ Outreach steps

### ▣ Master Plan

- ▣ Community Meetings (3)

- ▣ Council Memo

### ▣ Construction

- ▣ Council Memo

- ▣ Website (Weekly updates)

- ▣ Twitter (pictures, links)

- ▣ Newsletters (Monthly updates; SVBC, SOT)

### ▣ Opening

- ▣ Ribbon cutting (Twitter, SVBC, SOT, SJ Bike Party)

- ▣ Press release

- ▣ Opinion piece (San Jose Parks Foundation)





What questions do you have about outreach?